

H. R. 607. Increases annuities of retired Federal workers by 10 percent, but would not give this increase to those drawing 4,104 dollars a year or more in annuities or to those who now have outside jobs paying more than 1,200 dollars a year. Also extends annuities to widows of employees or retirees who died before April, 1948. Approved by House Civil Service Committee.

H. R. 8522. Consolidates in Section 9 of the Universal Military Training and Service Act, the provisions of law providing reemployment rights for ex-servicemen and reservists. Approved by House. Pending in Senate Armed Services Committee.

S. 25. Requires that future pay raise for Government per diem (blue collar) workers be made retroactive to 30 working days after start of wage survey. Approved by Senate. Pending in House Civil Service Committee.

S. 734. Increases the pay of classified employees by 7½ percent. Approved by Senate Civil Service Committee.

S. 27. Increases postal workers' pay by 7½ percent, plus a two-year temporary 240 dollar increase. Approved by Senate Civil Service Committee.

also a substantial portion of the rest of the Government. Measurable savings to the Organization amount to be about 55,000 man-hours worth one hundred and fifty thousand dollars per year. This tangible saving will continue to accrue for many years to come and there will be many intangible benefits of general application to a large part of the entire Government as well.

The Chairman of the Suggestion Awards Committee welcomed the Civil Service Commissioners and other guests and briefly explained the Organization's incentive awards program, noting that the suggestion awards portion of the program deals with improved efficiency in operations and is administered by the Management Staff while the honor awards portion is concerned with superior performance and is administered by the Office of Personnel. The Chairman explained the nature of the improvements resulting from the suggestions of the four employees being honored and commended each employee for his contribution. He also commended the evaluators and supervisors for their thoughtful consideration of these suggestions.

The Director personally presented to each of the four employees a Letter of Commendation from the Chairman of the Suggestion Awards Committee, a Certificate of Appreciation signed by the Director and an award check. One award was for four-thousand dollars; two were for two-thousand dollars each and one was for five-hundred dollars. The Director expressed his deep appreciation both personally and on behalf of the Organization to each employee receiving an award.

The members of the Civil Service Commission were very interested in these particular suggestions, and the Civil Service Commission Chairman stressed the Government-wide importance of the Incentive Awards Program which produces many such excellent suggestions each year. He told the group that, since its inception, this program has been responsible for savings to the Government of approximately 312 million dollars and that Government employees have received more than 16 million dollars in Incentive Awards.

## IDEAS PAY OFF!

## LARGEST CASH AWARD IN HISTORY OF ORGANIZATION IS SHARED BY FOUR EMPLOYEES

In impressive ceremonies attended by the three Civil Service Commissioners and a number of other guests, the Chairman of the Suggestion Awards Committee presented awards to four employees of the Organization for their outstanding suggestions.

## MANAGEMENT TOOLS

### REPORTS MANAGEMENT

A sage old fire chief at a large Navy base was questioned about fire regulations. "What about reporting fire hazards?" he was asked. "If you mean in writing, heck no!" he replied, and then added, "By the time I got the written word this whole place might be burned to the ground."

The chief was practicing good reports management — timely reporting of essential information in a simple and direct manner.

Most of our requirements for administrative reports cannot be stated as simply as the fire chief's, nor complied with as easily. Widespread activity requiring increasing administrative control, [redacted] and ever-changing conditions tend to complicate reporting systems. However, [redacted] personnel can do much to improve our administrative reporting practices simply by applying the following principles:

*Establish the basic need for a report* — A report is justified if: (1) the information required is appropriate to the functions of the using office, and preparing offices are the best sources of data; (2) the report serves a purpose which could not be accomplished some other way, such as through direct supervision or inspection; (3) the need for the report does not stem from a problem which should be corrected rather than reported; or (4) the information reported is actively used as a basis for actions, plans, or decisions, and these uses fully justify the cost of the report.

*Select a reporting frequency* which is consistent with the need for information. Programs on which information is reported often decelerate rapidly. Unless changed, the reporting frequency may soon become unrealistic, or the opposite may occur, i.e., the pace of a program is stepped up, or situations begin to occur so frequently that they should be summarized rather than reported separately. Check a series of reports. What frequency is needed now; what is the trend?

*Specify a reporting date* which, if possible, is convenient to the reporting office. Avoid conventional peakload reporting dates such as end-of-month, end-of-quarter and end-of-year. Allow sufficient time for adequate preparation, without overtime. Base due dates on working days, not calendar days, whenever possible.

*Insure that the flow of information* follows the pattern of organization and command, and that information is summarized at various points where decisions are made or where responsibility is placed. Good administration includes delegating authority to make decisions at levels where actual operations are carried out; good reporting stops detailed information at those same levels.

*Develop a report format* which: (1) is simple in design and standard for each preparing office; (2) provides for transmitting the report without covering correspondence; and (3) is arranged so that the preparing office can compile the data from records it normally keeps, and so that the receiver can locate information quickly and apply it to his needs.

*Be sure that the report directive* you issue is clear and complete — preferably in writing. Good directives mean good reporting.

*Be sure that periodic and critical reviews* of the need for continuing reports are made.

Reports management can mean fewer and better administrative reports at lower cost, thus releasing more time for the [redacted] to accomplish its mission. Consult your [redacted] if you have an administrative reporting problem. Further guidance is available from the [redacted]

printed as forms for [redacted] use through the Forms Management Program. These were controlled forms and therefore subject to standardization in their development, use, and disposition. Unfortunately, there is no way of estimating how many additional pieces of paper were and are being created by forms "bootleggers." A forms "bootlegger" is a do-it-yourself enthusiast who insists on revising an existing form or who develops a new form to meet his own needs; but, without the benefit of technical advice, does the whole job himself. Perhaps deliberately, sometimes without realizing it, he has created another unstandardized, uneconomical, illegal form. While it may very well be a needed form, there may be, on the other hand, a standardized form already in use somewhere else which would do the job as well or better. The point is, professional assistance during the developmental stages will prevent wasteful duplication of forms, use of forms which frustrate typists because they're poorly designed, and production of unneeded forms.

Proper management and control of forms presents an administrative challenge which can be met only if each of us practices forms management. Failure to do so can only result in our burial under an avalanche of paperwork.

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control is e[redacted] simplified Class B Accounting and Reporting Procedures system (FHB 30-1500-4) has been developed and recently published. The procedure prescribed therein is little more difficult or time-consuming than maintaining a personal checkbook or household account. It provides for a running cash receipts and disbursements journal posted during the month as transactions occur. At the end of the month, that journal is pouched to headquarters with the receipts in support of transactions entered. No separate report is required, nor are transactions analyzed or summarized by allotment, fiscal year, object class, etc., except as relates to advances made and outstanding. It is felt that such a journal would be kept in the field even if no procedure were prescribed, since all custodians would want some record of their payments made and a means to control and balance their cash and advances made. Many field returnees have reviewed this handbook and, after its implementation, it should afford the smaller stations the relief they expect and deserve.

**2. SUGGESTION:** The Monthly Cable of Cash on Hand appears to be a burden at some locations.

**ACTION:** Several alternatives have been considered to replace the Monthly Cable of Cash on Hand, but because of the numerous types of currency, currency procurement problems.

*Case D.*

*Registrant who has fulfilled 24 months' active duty obligation but who has a reserve obligation remaining.* Here the burdens shift from the Organization to the individual and the relationships are directly with his reserve command, as far as notification of overseas transfer is concerned. It is up to the individual to notify his reserve command with the request that he be placed in the standby reserve for the period of overseas duty. The Office of Personnel will assist by furnishing advice on security limitations as to nature of assignment and amount of information that can be given. Although Selective Service no longer has manpower control over these individuals, the local board is notified by the reserve command of the transfer to the standby reserve. Selective Service System determines the availability for mobilization recall of standby reservists. As a result, the individual may expect an availability questionnaire from the local board shortly after they receive his name from the service. Advice on answering this questionnaire must be obtained from the Office of Personnel since detailed questions are asked concerning occupation.

*Case E.*

*Standby reservist who has fulfilled both active duty and military and reserve obligation.* Such individuals remain registered with their local board for emergency call-up purposes as provided in the Reserve Forces Act of 1955. The military service and the local board are to be notified of change of address by the individual within security limitations established by the Office of Personnel. If not already executed, an availability questionnaire can be expected from the [redacted] during the period of overseas duty.

Experience shows that the individual will [redacted] be in a better position to face up to his military [redacted] than early in his career before he has increased duties and responsibilities. Article [redacted] in subsequent issues of this Bulletin will describe the choice of enlistments to satisfy the military obligation. This in-

formation will be based on current policies of the armed services, supplemented in some instances by special administrative arrangements possible between the Organization and the military services.

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## EMERGENCY RELOCATION PLANNING

During the past three years the President has been emphasizing the importance of emergency relocation planning for Government headquarters activities in the Nation's capital. Planning and preparedness for operating the executive branch of the Government at relocation sites outside the seat of Government, in event of emergency, have been moving forward rapidly and effectively. The vital necessity for continuity of Government under the most extreme circumstances of emergency, including enemy attack, is now understood throughout the Government.

All departments and agencies have selected and equipped their emergency relocation sites to carry on their respective missions and functions in time of emergency. The plans and the sites have been given tests from time to time to insure that they are adequate and operable. Since 1954 the entire Government has engaged each year in one large simultaneous exercise which tested all of the emergency plans and facilities, and which was timed to coincide with public tests of civil-defense organizations. These tests have shown steady improvement on the part of the executive branch as a whole.

[redacted] stration of personnel and the practice involved in the annual exercises have made [redacted] and the public at large relocation conscious and have conditioned them to the fact that they are capable of carrying out plans which we hope circumstances will never force us to invoke. Planning and training continue, however, in order to insure that Government headquarters is always abreast of the times and of any development that might occur. [redacted]

## FORMS MANAGEMENT

Any piece of paper having spaces to fill in is a *form*. Forms are designed to eliminate repeated unproductive writing by preprinting constant data and providing properly placed and proportioned lines and spaces for filling in variable information. They provide the details needed to measure and control organized work and are, therefore, essential to good administration.

Forms make up three-fourths or about 18 billion of the estimated 25 billion pieces of paper created and handled by our Government each year at a cost of four billion dollars. However, paper and printing costs are a comparatively small element of the total expense of forms usage. The bulk of these costs are submerged, like the bulk of an iceberg. For every dollar spent to create the [redacted] share of these billions of forms, at least twenty dollars more is spent to process and file them. If a form is really necessary and is properly used, filed, and disposed of when it has outlived its active usefulness, then this cost is justifiable.

Forms serve a great variety of useful purposes in our day-to-day work. Properly devised and used, they permit procedures to be simplified, reporting requirements to be standardized, consistent information to flow with regularity between different organizational levels in ~~and between~~ headquarters and the ~~field~~, and provide a consistent basis for policy formulation and action decisions. These benefits, however, accrue only as long as and only to the extent that forms are the servants not the masters in any given situation. The tendency to revise standardized [redacted] forms on an ad hoc basis for internal use of one small segment of the [redacted] or to create new "informal forms" is not only costly in terms of money but increases the danger that this type of paperwork may grow to exceed its real value. Good forms management assures that costs of forms are consistent with their demonstrated need.

Forms management is an integral part of the [redacted] operations. As such, it is

a continuous, management-improvement, and cost-reduction program which insures that appropriately developed forms are available when needed, and that unnecessary forms are avoided or eliminated. By applying "life cycle" controls to the [redacted] forms, more manpower, money, and materiel can be conserved and the program's objective "MORE EFFICIENT OPERATIONS AT LOWER COST" can be more fully realized. However, maximum program payoff is possible only if ALL forms are managed through their FULL life cycle, from creation through disposition. This entails:

1. Elimination of nonessential forms.
2. Consolidation of forms which perform similar functions.
3. Use of standardized [redacted] forms in lieu of locally devised forms.
4. Users being informed of available forms.
5. Integration of forms, procedures, and issuances.
6. Simplification and standardization of form sizes and designs.
7. Elimination and prevention of wasteful printing and duplicating methods.
8. Procurement, storage, and distribution of supplies in the most effective and economical manner possible.
9. Vigilance in periodic review of all forms used, to assist in identification and solution of functional and organizational problems.
10. Prompt reporting of unsatisfactory conditions to top management; suggestions for improvements and recommendations for wider application of existing forms.

The [redacted] Forms Management Program is an integral part of its Records Management Program. In recent years, much progress has been made in the field of forms management. During the last fiscal year [redacted] forms were eliminated, leaving [redacted] forms under the Organization's control system. These include the [redacted] new and [redacted] revised forms which were approved during the same period. More than [redacted] million pieces of paper were